

SECRET

FILE

DD/S 71-1597

30 APR 1971

MEMORANDUM FOR: Director of Communications
Acting Director of Finance
Acting Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

SUBJECT : Support Directorate Use of Co-op Assets

REFERENCE : Memo dtd 29 June 70 for Support Directorate Office
Heads fr DD/S, same subj

1. The Career Management Officer/DDS, Mr. has recommended that no action be taken to use Co-op assets as a source for input of general admin officers. He argues that low attrition and loss of Support positions have so reduced our hiring capacity as to make new junior professional input unnecessary at this time. A more precise fix on numbers will result from the PMMP 70's review now under way. Since new hires from a Co-op Program would be three years away, I think it critically important that the PMMP 70's analysis be completed in time to be of use in deciding action for this fall.

25X1

2. The Co-op route is successfully being used by the Office of Communications and the Office of Finance and my inclination is that the individual services have Co-op entry programs and the CTP be the means for the younger officers to become generalists. (This does not mean that there could not be some movement into the generalist services at more senior levels.)

3. I believe it is necessary that we have established a long range program for the input of generalists as well as for the individual services. Whether it be external or internal CT, Co-op, direct hire, or any other

SECRET

source needs rethinking. Please think about it and be prepared to discuss this subject in the early part of FY 72 after you have completed your PMMP 70's review. In some of the sessions Mr. Coffey has held with S careerists we have heard some vigorous comments on how to interest the best applicants and how to develop good generalists. Most of these comments have come from men who themselves came out of the CTP. You might want to test the water with some of your own before settling on a position.

/s/ Robert S. Wattles

Robert S. Wattles
Assistant Deputy Director
for Support

Draft by DDS/CMO/HGM
ADD/S:RSW/ms (29 Apr 71)

Distribution:

Orig - D/CO

- 1 - Ea Other Adse
- 1 - DDS/CMO
- 1 - DD/S Chrono
- 1 - DD/S Subject ✓
- 1 - RSW Chrono

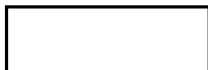
SECRET

SECRET

28 April 1971

NOTE FOR: Mr. Wattles

25X1



left me a note on the Co-op Program.

"Mr. Wattles' position, I believe, is that we should join the issues of Co-ops and the source of future Support Directorate Careerists, in general, and Support generalists, in particular.

My recommendations are that (a) we confirm the authority to cancel the outstanding recruitment request for one Co-op generalist, (b) postpone until mid or late July, to provide time for an on duty ceiling review, a discussion by the Office Heads of a wider use of the Co-op Program and (c) defer the consideration of the source of future generalists pending the completion of the Directorate PMMP 70's exercise.

If I can leave a parting thought on the subject of the source of future generalists, I would say that my experience would lead me to vote for GS-11/12 as the minimum grade and that it be, for the most part, but not exclusively, by lateral entrance from other Offices of the Directorate."

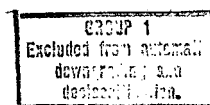
I have attached a draft on the subject which covers the majority of your ideas - timing is a bit different.



25X1

Attachment

SECRET



SECRET

DRAFT - 28 April 1971

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

SUBJECT : Support Directorate Use of Co-op Assets

REFERENCE : Memo dtd 29 Jun 70 for Support Directorate Office
Heads fr DD/S, same subj

1. The Career Management Officer/DDS, Mr.

25X1

has recommended that no action be taken to use Co-op assets as a source for input of general admin officers. He argues that low attrition and loss of Support positions have so reduced our hiring capacity as to make new junior professional input unnecessary at this time. A more precise fix on numbers will result from the PMMP 70's review now under way. Since new hires from a Co-op Program would be three years away, I think it critically important that the PMMP 70's analysis be completed in time to be of use in deciding action for this fall.

2. The Co-op route is successfully being used by the Office of Communications and the Office of Finance and ~~I would prefer~~ ^{MY INCLINATION IS} that the individual services have co-op entry programs and the CTP be the means for the younger officers to become generalists. (This does not mean that

SECRET

-2-

there could not be some movement into the generalist services at more senior levels.)

3. I believe it is necessary that we have established a long range program for the input of generalists as well as for the individual services. Whether it be external or internal CT, Co-op, direct hire, or any ^{OTHER} source needs rethinking. Please think about it, ~~discuss it with your senior officers~~ and be prepared to discuss this subject in the early part of FY 72 after you have completed your PMMP 70's review.

Robert S. Wattles
Assistant Deputy Director
for Support

DD/S 71-1071

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

SUBJECT : Support Directorate Use of Co-op Assets

REFERENCE : Memo dtd 29 June 70 for Support Directorate Office
Heads fr DD/S, same subj

25X1

1. The Career Management Officer/DDS, [REDACTED], has recommended that no action be taken to implement this idea now. He argues that low attrition and loss of Support slots have so reduced our hiring capacity as to make new junior professional input unnecessary at this time. While the "S" Service is at strength or even a little over at the moment, it may not be three years from now when the first graduates would be available were we to start with some sophomores this fall. The same probably can be said of each of the Support Career Services. A more precise fix on numbers will result from the PMMP 70's reviews now under way. Since new hires from a co-op program would be three years away, I think it is critically important that the PMMP 70's analyses be completed in time to be of use in deciding action for this fall.

2. This does not mean we are all agreed that co-op is the route to go, whether for the individual services or for generalists. Precisely because we do not have an agreed policy, I propose that we get together to try to hammer out a program for the next several years. I don't think we need to wait for the numbers from the PMMP 70's review to talk policy. In a note to the DD/S I said: "The whole subject of 'where should the generalists come from?' needs re-thinking. Co-ops? CTP? Direct into S or via the other S services? At the bottom or in the middle grades? Since I intend to continue to press for the CTP to be an internal program, I must look with favor upon some other

means of getting the young professionals in the first place. The co-op route is probably the best. I would prefer that the individual services have co-op entry programs and the CTP be the means for the younger officers to become generalists. (This does not mean that there wouldn't be some movement into the generalist service at more senior levels.)" You may not agree. Please think about it, discuss it with your own senior officers and be prepared to join with me to seek a common position on Monday, 12 April 1971, at 10:30 a.m., in the DD/S Conference Room.

Robert S. Wattles
Assistant Deputy Director
for Support

cc: Deputy SSA-DD/S
CMO/DDS

SECRET

19 MAR 1971

JWC -

I'd like to see the results of PMMP '70's review for the Offices and the Directorate before accepting or denying HG's premise about numbers.

" The whole subject of "where should the generalists come from?" needs re-thinking. Co-ops? CTP? Direct into S or via the other S services? At the bottom or in the middle grades?

Since I intend to continue to press for the CTP to be an internal program, I must look with favor upon some other means of getting the young professionals in the first place. The co-op route is probably the best. I would prefer that the individual services have co-op entry programs and the CTP be the means for the younger officers to become generalists. (This does not mean that there wouldn't be some movement into the generalist service at more senior levels.) "

The whole package should be discussed with the Office Directors before we try to decide anything. So as not to lose all momentum, we should consider going for a couple co-ops this fall.

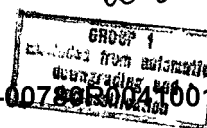
If you agree, I can make this my responsibility. After a paper to the Office Heads, essentially as above, I would meet with them as a group to try to hammer out a general policy outline.



Robert S. Wattles

25X1

*OK but I'm not sure
about COOPs for support
generalists until
the broader subjects of
PMMP's etc are better
worked out*

JWC
19 MAR 1971**SECRET**

SECRET

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Support Directorate Use of Co-op Assets

REFERENCE : Memo to D/CO, D/Fin, D/MS, D/L, D/Pers,
D/S, DTR and C/SSS dtd 29 Jun 70, subj same

25X1 1. Referenced memorandum outlined the proposal that the Support Directorate consider the Co-op Program as a source for S Careerists. The Support Directorate components made formal replies to the inquiry as to their ability to participate in this Co-op Program. This office has reviewed their responses and has followed up with discussions with Mr. [] of the Office of Personnel and the Support Directorate Training Officers. It was the combined opinion that this may have some merit and the components could, in most cases, prepare a curriculum that could be used in administering the Co-op Program.

2. However, based on the recent reductions of Support positions and the limited attrition in the Support Career Service, I have made a further review of the proposal and recommend that no further action be taken on the implementation of this Program at this time.



25X1

CMO/DDS

APPROVED:

Deputy Director for Support

Date

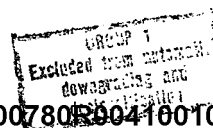
Distribution:

Orig - ret to CMO/DDS

1 - DD/S subj

Approved For Release 2003/02/27 : CIA-RDP84-00780R004100100009-9

SECRET



DD/S 70-2324

29 June 1970

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, Support Services Staff

SUBJECT : Support Directorate Use of Co-op Assets

1. Since 1966 the Agency has employed students under a co-operative work/education program. Co-op employees have been successfully used by the Offices of Communications, Finance, NFIC, IAS, OCS, OSI, FMSAC, TSD and Audit to date. At present there are a total of 100 Co-op employees whose curriculum consists of three months classes, three months work, three months classes, etc., until graduation. These employees are hired as contract employees, are fully cleared, and are included in the over-all Agency contract employee ceiling.

2. This Program has some obvious advantages in that the Co-op student can relate his study program to his work program, the employer and the student both can learn something about each other, and finally, by the time of graduation, the Co-op student is far ahead in knowledge and experience of the average new employee.

3. The input sources for the Support Career Service, for example, now consist of the Career Training Program and internal reassignments from other elements of the Agency. These sources are adequate to meet "S" Service needs numerically, but the advantages of developing an employee concurrent with his achievement of an academic degree are such that we believe the "S" Service should participate in this Program.

4. Attached is an outline of the levy which we would propose to send to the Director of Training for "S" Career Service generalists.

5. In addition to your consideration of the Co-op Program for "S" careerists, we would encourage your consideration of this Program as a source of recruits for your individual office Career Services. The Office of Communications has had considerable experience with this Program having been the original user of Co-op students. You might find it profitable to discuss with his experiences in this endeavor.

25X1

6. May we have your reaction to this proposal by 1 July 1970 both from the standpoint of your accommodating "S" generalists candidates for work periods as well as using the Program to provide candidates for your own Career Services.

R. L. Bannerman
Deputy Director
for Support

Att:
Co-op Program

CO-OP PROGRAM

General Admin Officers

Objective

- To provide a working apprentice-type program of training for the development of generalist Admin Support Officers.

Assignments

- At least one quarter of a year each to the Office of Finance, Office of Logistics, Office of Personnel, OC/Admin Staff, Office of Security, DD/S Staff, DD/I component, and an Area Division

Program of Instruction

- Orientation
- Class B Accounting system
- Type II property system
- Assignment, promotion, fitness reports, personnel actions, 201 files of personnel.
- Security clearances, Personal Security, Physical Security
- Staff support of DDP, DDS, DDI, and DDS&T
- Operations of an Area Division Support Staff:
 - Personnel
 - Budget and Finance
 - Headset
 - Contracts
 - Logistics
 - Security

Kind of Candidate - College freshman
Business Administration major
18 years of age minimum, 25 maximum
single (preferred but not required)
Interest in overseas service
Foreign language capability
Residence abroad or dependent of an individual
who has served abroad (preferred but not required)
Interest in Government Service as a career
Outgoing personality
Willing to work with hands
Head for figures
Courses in accounting, psychology, industrial
relations, and foreign affairs

Number Desired - Four per year initially

Experience after one or two years may lead to
expanding program

Source of Candidates - U. S. Colleges or Universities